CORPORATE STRATEGIC PLAN: 2001-2006

Promoting Safe Workplaces...
Protecting Employers and Workers

WORKERS COMPENSATION BOARD OF PRINCE EDWARD ISLAND

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Introduction

In the fall of 2000, the Workers Compensation Board of Prince Edward Island (WCB) initiated a strategic planning process. The objective of this process was to develop a Strategic Plan which would outline the future of the compensation system in Prince Edward Island over the next 3 - 5 years.

Compensation system stakeholders including employers, workers, health care service providers and the WCB Board of Directors and staff worked together throughout the planning process to identify the unique challenges and opportunities facing WCB.

The Strategic Plan focuses on three critical success factors:

- ***Financial condition***
- ***Injury prevention***
- ***Service delivery***

Strategic issues and specific actions have been documented to guide WCB toward significant improvement in each of these areas over the next 3 - 5 years.

Why did WCB Produce a Strategic Plan?

- To map out challenging short and long term goals for WCB that will direct the organization toward its mission over the next three to five years
- To increase understanding about the WCB mandate so that WCB staff and stakeholders can work toward common goals
- To create an awareness about WCB values and how it operates
- To provide a commitment in writing so that WCB is accountable
- To foster ongoing communication between WCB and its stakeholders

The Process

Environmental Scan

The *Environmental Scan* phase was completed in February 2001. The scan identified trends, issues and forces which may impact WCB in the future. A literature review of current articles, reports and data together with feedback from stakeholder groups through focus group sessions provided significant input and insight into the environmental scan phase.

Creating a Richly Imagined Future

The *Creating a Richly Imagined Future* phase was completed in February 2001. This phase focused on clarifying the organizational mission and values. The WCB Board of Directors and staff, through a series of facilitated workshops, examined strengths, weaknesses, opportunities and threats, worked with the question "WCB exists to .... ?" and identified organizational values and behaviors. Results contributed to the development of a concise mission statement which characterizes WCB and to the endorsement of organizational values which represent the manner in which business is conducted within WCB.

Getting the Organization Ready for the Future

The *Getting the Organization Ready for the Future* phase was completed in April 2001. This phase identified areas where WCB must make an impact if it is to achieve the mission. In this phase, strategic issues and specific actions were documented by WCB staff and through a joint planning session confirmed with stakeholder groups. Strategic issues were examined in detail with respect to factors which make it strategic, opportunities presented, barriers to success and consequences of failure.

Modeling the Way

The *Modeling the Way* phase was completed in May 2001. Collective input from the first three phases was used to begin the process of defining behaviors which demonstrate organizational values and to develop an operational plan to define actions and performance measures for Year One.

Environmental Scan

The starting point for the strategic planning process was the *Environmental Scan*, where trends, issues and forces impacting WCB, now and in the future, were examined. The identification of factors such as economic conditions, labour force trends, and population demographics provided a foundation for WCB to plan and manage the inevitable impacts on compensation services for Prince Edward Island workers.

Economic and Labour Force Trends

In 2000, economic conditions on Prince Edward Island were strong:

- Job growth was the highest in Canada at close to 6%
- In terms of overall economic growth, the GDP on Prince Edward Island expanded at a nationally competitive growth rate of 3.7%
- Due to increased job creation, overall economic growth, and an expanding population, there were more Islanders working than ever before

In light of strong economic conditions, WCB and its stakeholders must be prepared to meet increased demand on the workers compensation system.

Commitment to health and safety in the work place is critical to offsetting labour force trends. In December 2000, key amendments to the Occupational Health and Safety Act were proclaimed which focus on education and internal responsibility shared by employers and workers. The amendments provide a framework for WCB, workers, employers, educators and the general public to work together in developing a workplace where safety is a way of life.

Worker Demographics

In 2000, worker demographics show an increasing number of work place accidents and an associated increase in health care and compensation costs.

Demographic factors include:

- An aging population of workers
- A shortage of skilled and experienced workers
- An increase in the number of young workers entering the labour market
- Delays in accessing health care services
- Increasing health care costs
- Escalating drug costs
- Increasing competition for rehabilitation services
- Changing work environments
- Increasing numbers of soft tissue injuries

The shared challenge for WCB and stakeholder groups will be to understand the demographic factors and to implement effective proactive strategies to address impacts.

WCB Environment

The long term success of WCB depends on a number of critical factors:

- Improved annual financial management
- Elimination of the unfunded liability
- Effective communications, information sharing and joint action with health care service providers
- Health and safety education strategies to meet the demands of young workers, unskilled and aging labour force members
- An ongoing commitment to improved service delivery

WCB must facilitate open communication and cooperation with all system stakeholders and be committed to the belief that understanding each others needs, concerns and actions is the best way to continually improve the organization.

Our Mission, Our Values

WORKERS COMPENSATION BOARD OF PRINCE EDWARD ISLAND

OUR MISSION

WCB exists to promote safe workplaces and to protect employers and injured workers through a sustainable accident insurance program.

OUR VALUES

- We treat people with fairness, care and respect
- We communicate in an open and honest manner
- We are accountable to the public and our stakeholders
- We believe in teamwork and are committed to continually improving our services
- We foster trust
- We act with integrity and professionalism

Strategic Issues

FINANCIAL CONDITION: YEAR ONE

Outcome:

- Annual operations do not result in increased unfunded liability
- A long term plan is in place to eliminate the unfunded liability

Challenges:

- Stakeholder acceptance of their role in an improved financial position for WCB
- Facilitating legislative and policy change to support financial constraints
- Impact of health care sector trends on compensation system costs

Actions:

- Develop and implement a funding strategy for elimination of the unfunded liability
- Facilitate an understanding among staff of the relationship between day to day work and the current financial condition
- Implement and communicate financial performance measurements

IV

Strategic Issues

FINANCIAL CONDITION: YEARS TWO - FIVE

Outcome:

- WCB, employers and workers are committed to an improved financial condition
- The unfunded liability is reduced annually as defined in a funding strategy

Challenges:

- Managing economic impacts

Actions:

- Define and document a balanced budget approach to support the strategic planning process
- Monitor and communicate the funding strategy impact on unfunded liability

IV Strategic Issues

HUMAN RESOURCES: YEAR ONE

Outcome:

- Staff understand their role with respect to the organizational mission
- Employee performance is measured
- Current and recruited staff have the highest possible competency level

Challenges:

- Staff acceptance of new human resource management processes
- Requirement for in-house skills development
- Size of organization limits staff growth opportunities

Actions:

- Clarify and communicate staff roles and responsibilities
- Develop a professional service and quality culture
- Introduce an accountability framework through professional development planning

IV

Strategic Issues

HUMAN RESOURCES: YEARS TWO - FIVE

Outcome:

- The culture within WCB is one of continuous learning
- Skill level requirements and training plans have been identified for each WCB position

Challenges:

- Recruiting of staff
- Changing the organizational culture

Actions:

- Identify long term permanent staff requirements
- Develop and implement a staff succession plan

IV Strategic Issues

SERVICE FROM PROVIDERS: YEAR ONE

Outcomes:

- Positive working relationships are developed with service providers fostering communication and clarity of mutual expectations

Challenges:

- Understanding the respective roles of WCB and service providers
- Defining a common goal for WCB and service providers

Actions:

- Formalize service delivery contracts between WCB and service providers
- Introduce required policy relative to service providers

Strategic Issues

SERVICE FROM PROVIDERS: YEARS TWO - FIVE

Outcome:

- A positive working relationship is maintained with service providers

Challenges:

- Implementing a process of periodic review
- Measuring service against expectations

Actions:

- Facilitate on-going communication with service providers
- Monitor and update service provider contracts to meet the needs of WCB clients

Strategic Issues

INJURY PREVENTION: YEAR ONE

Outcomes:

- Stakeholders embrace the philosophy that injury prevention is key to reducing workplace accidents and associated costs

Challenges:

- Rising number of work place accidents
- Changing work environments and types of injuries
- Availability and use of resource materials on injury prevention

Actions:

- Work with the education system to establish a plan to implement Occupational Health and Safety principles within the curriculum of Prince Edward Island school systems
- Implement the Occupational Health and Safety Act amendments
- Recommend to government amendments to the Occupational Health and Safety Act regulations
- Develop an injury prevention strategy for soft tissue injuries

Strategic Issues

INJURY PREVENTION: YEARS TWO - FIVE

Outcome:

- A trend of continuous reduction in workplace injuries on Prince Edward Island

Challenges:

- Proactive identification of injury and demographic trends with respect to workers

Actions:

- Integrate the "Safety First" thinking in WCB and external work sites
- Implement a soft tissue injury prevention program for Prince Edward Island employers and workers

Strategic Issues

ACCOUNTABILITY: YEAR ONE

Outcomes:

- WCB is recognized as a credible and professional organization
- A corporate strategic plan has been developed
- Measurable corporate goals have been communicated to stakeholders

Challenges:

- Gaining stakeholder confidence
- Commitment to the Strategic Plan at all levels of WCB

Actions:

- Communicate the strategic plan to staff and stakeholders
- Update stakeholders on progress toward corporate goals
- Establish corporate governance policies for the Board of Directors

Strategic Issues

ACCOUNTABILITY: YEARS TWO - FIVE

Outcome:

- Feedback from stakeholders indicates satisfaction with on-going improvement in the workers compensation system

Challenges:

- Developing communication strategies that maximize feedback from stakeholders
- Incorporating feedback from stakeholders into on-going planning processes

Actions:

- Establish performance measures
- Develop and implement a process for updating stakeholders on performance results and progress toward strategic planning goals
- Facilitate stakeholder participation in annual update of strategic planning and operational goals

Strategic Issues

SERVICE DELIVERY: YEAR ONE

Outcome:

- The foundation for effective service delivery is in place

Challenges:

- Attaining effective policy and legislation
- Managing legal challenges
- Balancing stakeholder expectations

Actions:

Client Services

- Review the Workers Compensation Act in conjunction with stakeholder groups and the general public
- Review and implement client services policies and procedures
- Implement a two-tiered delivery model for service to injured workers

Corporate Services

- Redesign assessment payment options for employers
- Develop an Information Technology Plan identifying opportunities for improved service delivery through technology

Strategic Issues

SERVICE DELIVERY: YEARS TWO - FIVE

Outcome:

- WCB strives for continuous improvement in the area of service delivery

Challenges:

- Maintaining legislation and policy to support effective delivery
- Managing legal challenges
- Balancing stakeholder expectations

Actions:

- Implement service improvement through technology
- Maintain legislation, policy and workflow systems which support effective service delivery

Strategic Issues

EXTERNAL COMMUNICATION: YEAR ONE

Outcome:

- Employers, workers, service providers and the general public understand the work of WCB

Challenges:

- Current public image
- Creating effective public relations and education vehicles to generate knowledge about WCB

Actions:

- Foster a mutual understanding of the role of WCB with stakeholders
- Work with stakeholder group(s) that are representative of Prince Edward Island workers and employers

IV Strategic Issues

EXTERNAL COMMUNICATION: YEARS TWO - FIVE

Outcome:

- Employers, workers, service providers and the general public actively participate in the work of WCB

Challenges:

- Stakeholder confidence in satisfaction measures
- Reaching a representative sample of stakeholders

Actions:

- Identify and implement tools for measuring stakeholder satisfaction with the workers compensation system
- Communicate stakeholder feedback

IV Strategic Issues

PHYSICAL SPACE: YEAR ONE

Outcome:

- The existing space has been maximized to support service delivery

Challenges:

- Finding solutions within available budget
- Designing changes required for an effective client delivery system using existing space

Actions:

- Develop a plan to resolve immediate work space issues within current limitations
- Reorganize work space

APPENDIX 'A'

OPERATIONAL PLAN
YEAR ONE

2001 – 2002

Human Resources Division

Quality Service through People

STRATEGIC ISSUE: HUMAN RESOURCES

Clarify and communicate staff roles and responsibilities

Step	Performance Measure
1. Facilitate information sessions for all staff on how their role impacts other areas of the organization as well as organizational stakeholders.	*Completed by December 2001*
2. Arrange, at monthly staff meeting, presentation(s) from staff on their role to enhance the organizational understanding of how each contributes to the corporate mission.	*10 presentations completed by June 2002*
3. Facilitate sessions with all staff to incorporate the organizational Mission, Vision and Values into their every day work.	*Completed by October 2001*

Develop a professional service and quality culture

Step	Performance Measure
1. Establish internal focus groups with staff to establish what a professional quality service would look like and to identify the behaviours we will display to our stakeholders which will indicate we are living out the values identified within the strategic plan.	*Behavioural statements completed by October 2001*
2. For each position within the Workers Compensation Board, develop a process and schedule for identifying competencies that are required to effectively serve stakeholders. These competency profiles will serve as the framework for an ongoing staff development process and succession planning, as well as being a tool for identifying the most suitable applicants to fill future vacancies within the organization.	*Process developed, costed and documented by November 2001*

Introduce an accountability framework through professional development planning

Step	Performance Measure
1. Implement a process where each staff member has a written plan with measurable and clearly defined goals, objectives and deliverables which reflect the overall direction of the organization.	*PD Plans completed by November 2001*

Occupational Health and Safety Division

Creating Safe and Healthy Workplaces for Islanders

STRATEGIC ISSUE: INJURY PREVENTION

Work with the education system to establish a plan to implement Occupational Health and Safety principles within the curriculum of Prince Edward Island school systems

Step	Performance Measure
1. Develop a job description that would reflect job duties of a Youth Safety Co-ordinator.	*Completed by June 2001*
2. Hire a Youth Safety Co-ordinator.	*Completed by September 2001*
3. Work with the Department of Education to establish a plan to begin the process of implementing strategies to incorporate health and safety principles into the curriculum.	*Completed by March 2002*
4. Develop curriculum in conjunction with the Department of Education for targeted grade levels.	*Completed for 2002 - 2003 school year*

Implement the Occupational Health and Safety Act amendments

Step	Performance Measure
1. Continue to communicate with employers and other stakeholder groups on the various components of the amended Occupational Health and Safety Act as they come into affect, i.e. the committees, the programs, and the policies.	*Completed by December 2001*

Recommend to government amendments to the Occupational Health and Safety Act regulations

Step	Performance Measure
1. Initiate review of Occupational Health and Safety regulations by Occupational Health and Safety Council.	*Completed by September 2001*
2. Establish a consultative process on regulations for all stakeholder groups.	*Completed by December 2001*
3. Submit regulations to government for proclamation.	*Completed by December 2002*

Develop an injury prevention strategy for soft tissue injuries

Step	Performance Measure
1. Develop a system to provide the ability to query information on injuries, locations and sectors for trend analysis.	*Completed by December 2001*
2. Conduct research into what other jurisdictions are doing to address soft tissue injury prevention.	*Completed by December 2001*
3. Formulate a strategy.	*Completed by June 2002*

Client Services Division

Quality Service for Injured Workers

STRATEGIC ISSUE: SERVICE FROM PROVIDERS

Formalize service delivery contracts between WCB and service providers

Step	Performance Measure
1. Develop plan for contract negotiations.	*Completed by September 2001*
2. Negotiate and finalize contracts.	*Completed by March 2002*
3. Implement regular meetings with service providers as defined by service contracts.	*Completed by March 2002*
4. Provide a forum for education and information sharing between WCB and service providers.	*Completed by May 2002*

Introduce required policy relative to service providers

Step	Performance Measure
1. Draft new policies for approval, educate staff and implement new policy.	*Completed by April 2002*

STRATEGIC ISSUE: SERVICE DELIVERY

Review Workers Compensation Act in conjunction with stakeholder groups and the general public

Step	Performance Measure
1. Establish Legislative Advisory Committee with defined scope to bring clarity to the current legislation.	*Completed by April 2001*
2. Conduct public meetings.	*Completed by May 2001*
3. Submit legislative proposal to WCB Board of Directors.	*Completed by August 2001*
4. Submit legislative change recommendations to government.	*Completed by September 2001*

Review and implement client services policies and procedures

Step	Performance Measure
1. Review existing policy.	*Completed by February 2002*
2. Consult with stakeholders.	*Completed by February 2002*
3. Obtain WCB Board of Directors approval.	*Completed by February 2002*
4. Develop procedures.	*Completed by June 2002*

Implement a two-tier delivery model for service to injured workers

Step	Performance Measure
1. Identify components and structure of new model.	*Completed by February 2001*
2. Develop a plan to introduce the new model.	*Completed by February 2001*
3. Implement plan to roll out new model.	*Completed by August 2001*
4. Communicate new structure and strategy to stakeholders.	*Completed by August 2001*
5. Develop performance measures to evaluate impacts of new model.	*Completed by December 2001*
6. Review new model based on performance.	*Completed by August 2002*

Corporate Services Division

Focused on Operational Effectiveness

STRATEGIC ISSUE: FINANCIAL CONDITION

Develop and implement a funding strategy for elimination of the unfunded liability

Step	Performance Measure
1. Update Discussion Paper on the Elimination of Unfunded Liability.	*Completed by May 2001*
2. Monitor annual administrative spending.	*Completed each quarter 2001*
3. Provide a preliminary assessment rate for 2002 to be used in planning by employers.	*Completed by June 2001*
4. Consult with stakeholder groups.	*Completed by September 2001*
5. Develop funding strategy and present to the WCB Board of Directors.	*Completed by October 2001*
6. Implement a funding strategy.	*Completed by December 2001*

Facilitate an understanding among staff of the current financial condition

Step	Performance Measure
1. Present the 2000 Annual Report to staff.	*Completed by May 2001*
2. Present 2001 quarterly forecasts to staff.	*Completed by December 2001*
3. Communicate monthly monitoring statistics to staff.	*Completed by December 2001*
4. Communicate on-going financial impacts to Senior Management for further divisional communication.	*Completed by December 2001*

Implement and communicate financial performance measures

Step	Performance Measure
1. Provide monthly financial measures to the WCB Board of Directors.	*Completed by December 2001*
2. Identify measurement requirements to monitor funding strategy progress.	*Completed by December 2001*

STRATEGIC ISSUE: ACCOUNTABILITY

Communicate the Strategic Plan to staff and stakeholders

Step	Performance Measure
1. Publish Strategic Plan.	*Completed by June 2001*
2. Review mission and values with staff.	*Completed by June 2001*
3. Complete behaviors exercise with staff.	*Completed by December 2001*
4. Release Strategic Plan through media campaign.	*Completed by June 2001*
5. Present Strategic Plan to stakeholder groups.	*Completed by October 2001*

Update stakeholders on progress toward corporate goals

Step	Performance Measure
1. Establish bi-annual meetings to review progress with stakeholders.	*Completed by December 2001*
2. Develop an action plan to conduct stakeholder surveys on satisfaction with strategic planning results.	*Completed by March 2002*
3. Incorporate annual review of Strategic Plan progress in WCB Annual Report.	*Completed by May 2002*
4. Facilitate annual operational planning and Strategic Plan review.	*Completed March 2002*
5. Update Strategic Plan.	*Completed by May 2002*

Establish corporate governance policies for the Board of Directors

Step	Performance Measure
1. Review governance policies from other jurisdictions.	*Completed by December 2001*
2. Draft governance policies.	*Completed by March 2002*
3. Initiate consultation process on draft policies.	*Completed by March 2002*
4. Finalize governance policies.	*Completed by June 2002*

STRATEGIC ISSUE: SERVICE DELIVERY

Redesign assessment payment options for employers

Step	Performance Measure
1. Develop a business case for recommended changes to assessment payment processes.	*Completed by September 2001*
2. Provide recommendations to the WCB Board of Directors.	*Completed by October 2001*
3. Develop a plan for roll-out of assessment options.	*Completed by December 2001*
4. Implement assessment options.	*Completed by December 2002*

Develop an Information Technology Plan identifying opportunities for improved service delivery through technology

Step	Performance Measure
1. Develop Information Technology Plan.	*Completed by September 2001*
2. Plan capital spending for next 3 - 5 years.	*Completed by October 2001*

STRATEGIC ISSUE: EXTERNAL COMMUNICATION

Foster a mutual understanding of the role of WCB with stakeholders

Step	Performance Measure
1. Deliver presentations to stakeholder groups on WCB mandate and general information.	*Completed by September 2001*
2. Identify opportunities for joint planning and projects with stakeholders.	*Completed by May 2002*
3. Use existing communication vehicles including newsletter, press releases, annual report, website and strategic planning communications to deliver messages on the role of WCB.	*Completed by May 2002*
4. Communicate with media on the role of WCB.	*Completed by December 2001*

Work with stakeholder group(s) that are representative of Prince Edward Island workers and employers

Step	Performance Measure
1. Identify representative stakeholder groups.	*Completed by December 2001*
2. Identify expectations for participation.	*Completed by December 2001*
3. Develop database of stakeholders.	*Completed by March 2002*

STRATEGIC ISSUE: PHYSICAL SPACE

Develop a plan to resolve immediate work space issues within current limitations

Step	Performance Measure
1. Consolidate divisional requirements.	*Completed by May 2001*
2. Develop feasible space plan.	*Completed by May 2001*
3. Present plan to Senior Management Team.	*Completed by June 2001*
4. Present plan to staff.	*Completed by June 2001*
5. Prepare implementation plan for work space modifications.	*Completed by June 2001*
6. Implement plan.	*Completed August 2001*

CORPORATE STRATEGIC PLAN: 2001-2006

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